



## **Annual Report and Plan for Community Benefit**

### **Saddleback Memorial Medical Center**

**Fiscal Year 2017 (July 1, 2016 - June 30, 2017)**

**Submitted to:  
Office of Statewide Health Planning & Development  
Healthcare Information Division  
Accounting and Reporting Systems Section  
Sacramento, California**

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**Revised**

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## About the Organization

### Mission

To improve the health and well-being of individuals, families and our communities.

### Vision

Exceptional People. Extraordinary Care. Every Time.

### Values

*The iABCs of MemorialCare*

The iABCs are a statement of our values—Integrity, Accountability, Best Practices, Compassion and Synergy. They remind us of our commitment to the highest standard of patient care and the active communication of clinical outcomes.

#### Integrity

Always holding ourselves to the highest ethical standards and values. Doing the right thing, even when no one is watching.

#### Accountability

Being responsible for meeting the commitments we have made, including ethical and professional integrity, meeting budget and strategic targets, and compliance with legal and regulatory requirements.

#### Best Practices

Requires us to make choices to maximize excellence, and to learn from internal and external resources about documented ways to increase effectiveness and/or efficiency.

#### Compassion

Serving others through empathy, kindness, caring and respect.

#### Synergy

A combining of our efforts so that together we are more than the sum of our parts.

### MemorialCare Health System

MemorialCare is a nonprofit integrated health care delivery system that includes five hospitals – Long Beach Memorial Medical Center, Miller Children's & Women's Hospital Long Beach, Community Hospital Long Beach, Orange Coast Memorial Medical Center, and Saddleback Memorial Medical Center; award-winning medical groups – MemorialCare Medical Group and Greater Newport Physicians; Seaside Health Plan; and convenient

outpatient health centers, imaging centers, surgical centers and dialysis centers throughout Orange and Los Angeles Counties.

An innovator in health care delivery, we focus on evidence-based, best practice medicine. Our physicians and health care professionals study health care's best practices and work to implement them at all our medical centers. The results are outcomes that frequently exceed state and national averages.

For more information on our work and accomplishments please visit <http://www.memorialcare.org/about/reports>.

### **Saddleback Memorial Medical Center**

Saddleback Memorial Medical Center is a 325-bed acute care, nonprofit hospital that has been meeting the health care needs of South Orange County residents since 1974. In addition to 24-hour emergency care, Saddleback Memorial offers complete critical, surgical and obstetrical services, its centers of excellence include: Center of Advanced Wound Healing, MemorialCare Breast Center, MemorialCare Cancer Institute, MemorialCare Heart & Vascular Institute, MemorialCare Imaging Center, MemorialCare Joint Replacement Center, and the Spine Health Center.

The Women's Hospital at Saddleback Memorial offers personalized obstetrics care and a highly regarded perinatal program and neonatal intensive care unit that specialize in high-risk pregnancies and caring for fragile newborns.

Saddleback Memorial has been named one of Healthgrades 2017 America's 50 Best Hospitals. Only 1% of U.S. hospitals achieve this honor reflecting consistent, sustained clinical performance and superior patient outcomes. This recognition is a tribute to our 3,400 physicians, employees and volunteers, and thousands of dedicated donors and supporters, who dedicate themselves to providing exceptional care to those in our community every day. In addition to our recognition from Healthgrades, Saddleback Memorial has also been named a Best Regional Hospital by U.S. News & World Report and a Becker's Healthcare Top Hospital. Additionally we've received the American Heart Association Get with the Guidelines highest honor - Gold Plus for cardiac and stroke care.

### **Governance**

The MemorialCare Orange Coast Board of Directors guided the direction of community benefit, with assistance from the Community Benefit Oversight Committee (CBOC).

### **MemorialCare Orange County Board of Directors**

Barry Arbuckle, PhD

Sharon Cheever

Patrick D. Donahue  
Resa Evans  
Jim Gauss  
Tim Helgeson  
Julio Ibarra, MD  
Larry Lambert  
Joel Lautenschleger  
Richard McAuley  
Donna Rane-Szostak, EdD  
Tom Rogers, Chairman  
Jaci Songstad  
Lawrence Tran, MD  
Myron Wacholder, MD

### **Community Benefit Oversight Committee**

The CBOC (Community Benefit Oversight Committee) is an advisory committee for the hospital's community benefit programs and reports to the Saddleback Memorial Quality Council, which is a committee of the Board of Directors. The CBOC reviews and validates legal and regulatory compliance specific to community benefit mandates; assures community benefit programs and services are effectively meeting identified community health needs, with emphasis on populations with unmet health needs; and increases transparency and awareness of community benefit activities. The members of the CBOC include:

- Melissa Biel, Community Benefit, MemorialCare Health System
- Helene Calvet, MD, Orange County Health Care Agency
- Susie Caskey, Community Resident
- Betty Curley, Laguna Woods Village Social Services
- Jan Gameroz, Saddleback Memorial Medical Center
- Ernest Hayward Jr., MD, Anesthesiologist
- Brennan James, Saddleback Memorial Medical Center
- Kristen L. Pugh, Advocacy & Government Relations, MemorialCare Health System
- Donna Rane-Szostak, Saddleback College Health Services and Human Services
- Tony Struthers, Saddleback Memorial Medical Center
- Suzie Swartz, Saddleback Valley Unified School District
- Elizabeth Tsai, DO, Hospitalist
- Erin Ulibarri, Office on Aging

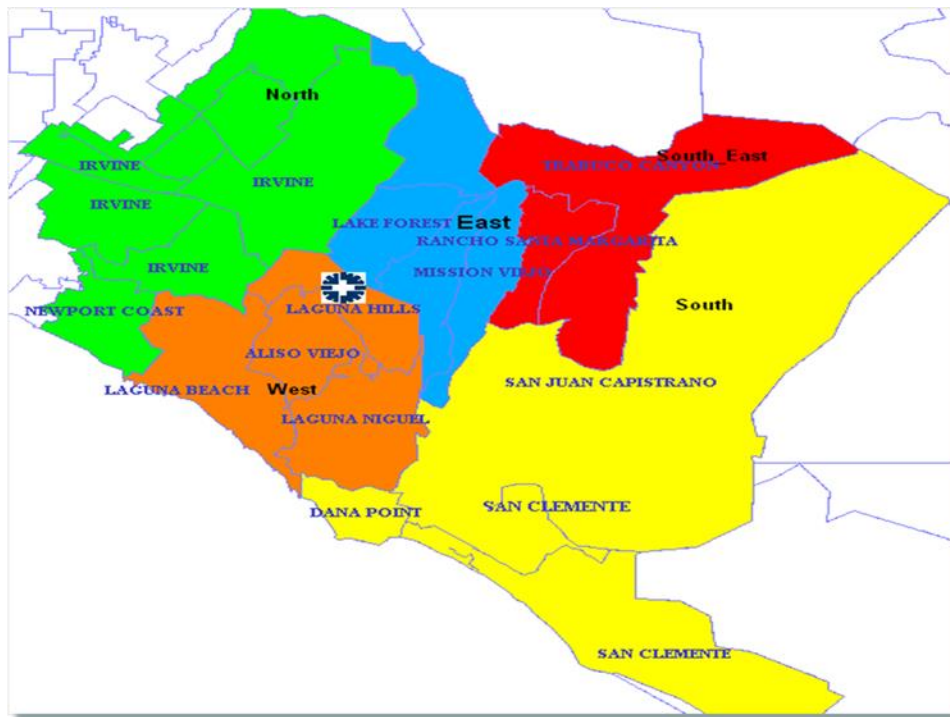
## Our Community

Saddleback Memorial Medical is located at 24451 Health Center Drive, Laguna Hills, in Orange County, California. The Saddleback Memorial service area includes the following cities and ZIP Codes.

**Saddleback Memorial Medical Center Service Area**

City	ZIP Code
Aliso Viejo	92656
Capistrano Beach	92624
Dana Point	92629
Foothill Ranch	92610
Irvine	92602, 92603, 92604, 92606, 92612, 92614, 92618, 92620
Ladera Ranch	92694
Laguna Beach	92651
Laguna Hills	92653
Laguna Niguel	92677
Laguna Woods	92637
Lake Forest	92630
Mission Viejo	92691, 92692
Rancho Santa Margarita	92688
San Clemente	92672, 92673
San Juan Capistrano	92675
Trabuco Hills	92679

**Map of the Saddleback Memorial Medical Center Service Area**



The population of the Saddleback Memorial Medical Center service area is 849,890. Children and youth make up 22.1% of service area population, 63.7% are adults, and 14.2% are seniors. The service area has a higher percentage of seniors than found in the county (13.1%) and the state (12.9%). More than half of the population (69.4%) is White. At 17.2% of the population, Asians are the second largest race/ethnic group in the service area. Latinos or Hispanics make up 15.7% of the population in the service area. The remaining races/ethnicities comprise 5.8% of the service area population.

Among area residents, 7.9% are at or below 100% of the federal poverty level (FPL) and 17.6% are at 200% of FPL or below (low-income). In the service area, 12.6% of adults are high school graduates, lower than the rate for the county (17.8%) or the state (20.7%). 61.7% of the population in the service area has graduated college, higher than the rate for the county (45.1%) and the state (38.8%).

## **Community Health Needs Assessment**

Saddleback Memorial completed a Community Health Needs Assessment (CHNA) in 2016 as required by state and federal law. The Community Health Needs Assessment is a primary tool used by Saddleback Memorial to determine its community benefit plan, which outlines how it will give back to the community in the form of health care and other community services to address unmet community health needs. The assessment incorporated components of primary data collection and secondary data analysis that focus on the health and social needs of the service area.

The CHNA examined up-to-date data sources for the service area to present community demographics, social and economic factors, health access, birth characteristics, leading causes of death, chronic disease, mental health, health behaviors and preventive practices. When applicable, these data sets were presented in the context of California and compared to the Healthy People 2020 objectives.

Targeted interviews and focus groups were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Targeted interviews and focus groups were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Sixteen (16) interviews were completed during February and March, 2016. Interviewees included individuals who are leaders and representatives of medically underserved, low-income, and minority populations, or local health or other departments or agencies that have “current data or other information relevant to the health needs of the community served by the hospital facility.” Two focus groups were conducted in March 2016 that engaged 20 persons. The focus group meetings were hosted by trusted community organizations.



## Priority Health Needs

Health needs were identified from secondary data using the size of the problem (relative portion of population afflicted by the problem) and the seriousness of the problem (impact at individual, family, and community levels). The analysis of secondary data yielded a preliminary list of significant health needs, which then informed primary data collection. The primary data collection process was designed to validate secondary data findings, identify additional community issues, solicit information on disparities among subpopulations, ascertain community assets to address needs and discover gaps in resources.

The identified significant health needs were prioritized with input from the community. The survey respondents, focus group attendees and interviewees were asked to rank order the health needs according to highest level of importance in the community. The total score for each significant health need (possible score of 4) was divided by the total number of responses for which data were provided, resulting in an overall average for each health need. Mental health, substance abuse, and access to care were ranked as the top three priority needs in the service area. The calculations of the community input resulted in the following priority ordering of the significant health needs:

1. Mental health
2. Substance abuse
3. Access to health care
4. Dental health
5. Overweight and obesity
6. Alzheimer's disease
7. Heart disease
8. Lung disease
9. Cancer

The complete Community Health Needs Assessment report and the prioritized health needs can be accessed at [www.memorialcare.org/content/community-benefit](http://www.memorialcare.org/content/community-benefit).



## Community Benefit Services Summary FY2017

Community benefit services promote health and healing and are focused on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to health care; or enhance the health of the community; or advance medical or health care knowledge; or reduce the burden of government or other nonprofit community efforts.

In FY2017, Saddleback Memorial provided community benefit activities and programs within its service area. A summary of these activities follows.

### Community Health Improvement Services

#### Community Health Education

Health education classes and events were made available to the public at no cost. Community health education targeted the community at large, populations with, or at risk of, chronic disease, seniors and populations with health disparities. Examples of activities included:

- General health and wellness education reached individuals on topics that included: heart disease, stroke, lung disease, Parkinson's disease, nutrition, Alzheimer's disease, cancer, spine health, joint pain, and diabetes, among others.
- Health fairs.
- Smoking cessation classes.
- Childbirth education, parenting and breastfeeding support.
- First aid and CPR classes.
- Balance and conditioning classes to assist older adults in learning techniques to help prevent falls and the associated injuries.
- Exercise and stretching classes for seniors.
- Support groups for community residents and family members/caregivers included:
  - Bereavement
  - Brain Injury
  - Parkinson's
  - Women's Cancer
  - Pulmonary Disease
  - Stroke
- Community support events focused on the health of the community that included: Laguna Hills Marathon, Aliso Viejo Community Association Harvest Festival, and the American Heart/American Stroke Survivor Activity.

- *CareConnection* newsletter was mailed to 837,000 service area residents to notify the community of free classes, support groups, and screenings offered at the hospital. The information was also posted on our website.
- Public health education in the media and community health awareness events to encourage healthy behaviors and improve preventive practices.

### Community-Based Clinical Services

- Free screenings encouraged healthy behaviors, improved preventive practices, and provided early detection of diseases. Cardiac and lung screenings were provided for 109 persons.
- Take Back Medication Program supported the safe collection and disposal of unused medications.

### Health Care Support Services

- Free lactation consultation open to the community provided by registered nurses to new mothers using the Lactation Breastfeeding Help Line.
- Patient Financial Services helped individuals enroll in low cost or no cost insurance programs, regardless of where they received care.
- Information on Medicare enrollment was provided through education sessions.
- Through the Senior Advocacy program older adults received assistance on a variety of insurance issues over the phone or in person at the Florence Sylvester Memorial Senior Center and assisted living facilities in the community. Support was given to individuals who need assistance with dual eligibility (Medicare/Medical).
- Transportation programs for patients and families with limited resources to support access to care. Over 2,000 persons were supported with needed rides.
- Seniors were provided with information and assistance regarding medication access and usage.

### **Health Professions Education**

Education programs for physicians, medical students, nurses, nursing students, and other health professionals.

### Continuing Medical Education

CME lectures were offered throughout the year for educational purposes and were available to all physicians and health care professionals in the community.

### Nursing Education

Over 415 nursing students participated in clinical rotations at Saddleback Memorial from various schools of nursing.

### Other Health Professions

Other health professionals were educated and performed their clinical hours and/or internship rotations at Saddleback Memorial in speech therapy, clinical nutrition, food and nutrition, and physical therapy. We also provided training and continuing education sessions to community physicians, nurses and other health professionals.

### **Cash and In-Kind Contributions**

Funds and in-kind services donated to community groups and nonprofit organizations. The hospital provides in-kind donations of meeting space for a number of nonprofit organizations and community groups. Contributions were made to nonprofit organizations that support community benefit efforts and address significant health needs in the community.

### **Community Building Activities**

Activities that support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty and environmental concerns.

### Coalition Building and Advocacy

Hospital representatives serve on a number of local, regional and state level organizations and committees that address health improvement. MemorialCare engages in local, state and national advocacy efforts that support access to health care.

### Workforce Development

Saddleback participated in community programs that encouraged careers in the health professions. They partnered with Vital Link OC in the Medical Careers in Action Partnership to introduce 280 students to workforce development efforts in the health care field. Saddleback also participated in the Silverado High School Health Academy Program. Over 70 students deemed to be at high-risk of not completing high school, job shadowed employees in various health care positions at Saddleback Memorial. The goal of the program is to interest students in a health care career.

## Financial Summary of Community Benefit

Consolidated financials for Saddleback Memorial Medical Center, Orange Coast Memorial Medical Center, Long Beach Memorial, Miller Children's & Women's Hospital Long Beach and Community Hospital Long Beach

Community Benefit Categories	Net Benefit
CHARITY CARE <sup>1</sup>	\$7,988,000
UNPAID COSTS OF MEDI-CAL <sup>2</sup>	\$131,425,000
OTHERS FOR THE ECONOMICALLY DISADVANTAGED <sup>3</sup>	\$1,207,000
EDUCATION AND RESEARCH <sup>4</sup>	\$14,231,000
OTHER FOR THE BROADER COMMUNITY <sup>5</sup>	\$5,074,000
<b>TOTAL COMMUNITY BENEFIT PROVIDED EXCLUDING UNPAID COSTS OF MEDICARE</b>	<b>\$159,925,000</b>
UNPAID COSTS OF MEDICARE <sup>2</sup>	\$61,520,000
<b>TOTAL QUANTIFIABLE COMMUNITY BENEFIT</b>	<b>\$221,445,000</b>

<sup>1</sup> Charity Care includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed. Estimated costs are based on the overall hospital cost to charge ratio. This total includes the Hospital Provider Fees (HPF) paid to the State of California.

<sup>3</sup> Includes other payors for which the hospital receives little or no reimbursement (County indigent).

<sup>4</sup> Costs related to the medical education programs and medical research that the hospital sponsors.

<sup>5</sup> Includes non-billed programs such as community health education, screenings, support groups, clinics and support services.

## Community Benefit Plan FY2018

Saddleback Memorial will continue to address the identified unmet health needs in our service area through our contributions of community benefit resources. The Community Benefit Oversight Committee provides leadership oversight for community benefit efforts, specifically program planning, implementation, and evaluation.

As a result of the 2016 Community Health Needs Assessment, priority health needs were identified that the hospital chose to address through its Implementation Strategy. For Saddleback Memorial, selected community benefit efforts focus on increasing and supporting access to health care services through direct programs and partnerships with local community-based organizations. Our programs address the following priority health needs:

- Access to care
- Chronic diseases (Alzheimer's disease, lung disease, heart disease and cancer)
- Mental health and behavioral health (substance abuse)

Community benefit efforts have a special focus on the senior population.

### Addressing Health Needs

The Implementation Strategy developed from the 2016 Community Health Needs Assessment, spans the period of 2017-2019. Saddleback Memorial will continue to meet the identified priority health needs through a commitment of resources with the following programs and services:

- Financial assistance
- Transportation support
- Community health education and health awareness events
- Senior outreach and advocacy
- Health and wellness fairs
- Health screenings
- Flu shot clinics
- Support groups
- Multi-sectoral collaborative efforts to address health needs
- Cash and in-kind donations to support identified needs

### Measuring Impact

Saddleback Memorial will monitor and evaluate the programs and activities outlined above. The hospital anticipates that the actions taken to address significant health needs will improve health knowledge, behaviors, and status; increase access to care; and help support good health. The hospital is committed to monitoring key initiatives to assess impact and has implemented a system that tracks the implementation of the activities and

documents the anticipated impact. Our reporting process includes the collection and documentation of tracking measures, such as the number of people reached/served, increases in knowledge or changes in behavior as a result of planned strategies, and collaborative efforts to address health needs. An evaluation of the impact of the hospital's actions to address these significant health needs will be reported in the next scheduled Community Health Needs Assessment.

#### Fostering Community Partnerships

We are committed to fostering partnerships with community based organizations, community clinics, government agencies, schools and school districts, the faith community, public health, and public safety agencies. Our community benefit plan includes maintaining current partnerships and exploring opportunities to engage with new partners. Appendix 1 is a partial list of our partners.

## Appendix 1 – Community Partners

In keeping with the community benefit principle to actively build community capacity and our overall mission and commitment to improve the health and wellbeing of individuals, families and our communities, Saddleback Memorial cultivates and maintains strong ties with community stakeholders. We collaborate with the following organizations (partial listing):

- Age Well Senior Services
- Alzheimer’s Orange County
- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Stroke Association
- Association of Community Cancer Centers
- Boys & Girls Club of the South Coast
- City of Laguna Hills
- City of Laguna Niguel
- City of San Clemente
- Family Caregiver Resource Center Orange County
- Florence Sylvester Senior Center
- March of Dimes
- NAMI – National Alliance on Mental Illness
- Orange County Cancer Coalition
- Orange County Fire Authority
- Orange County Health Care Agency
- Orange County Office on Aging
- Orange County’s Healthier Together
- School districts
- Skilled Nursing Facilities
- South County Senior Centers
- South Orange County Economic Coalition
- Tobacco Use Prevention Program
- United Way of Orange County
- Vital Link OC



## Contact Information

### Address of Hospital Campus

Saddleback Memorial Medical Center  
24451 Health Center Drive  
Laguna Hills, California 92653

### Web Address

<http://www.memorialcare.org/saddleback-memorial>

### Community Benefit Contact

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